Merit Commissioner

Annual Report 2013/14

UPHOLDING FAIR HIRING IN THE BC PUBLIC SERVICE

National Library of Canada Cataloguing in Publication Data
British Columbia. Office of the Merit Commissioner.
Annual report. – 2001/2002-
Annual.

ISSN 1703-2865 = Annual report - British Columbia.
Office of the Merit Commissioner
1. British Columbia. Office of the Merit Commissioner - Periodicals.
2. Civil service - Recruiting - British Columbia - Periodicals.
3. Civil service reform - British Columbia - Periodicals.
4. Patronage, Political - British Columbia – Periodicals.
5. Civil service - British Columbia. I. Title. II. Title: Office of the Merit Commissioner annual report. III. Title: Merit Commissioner, annual report.

JL108B74 352.6'3235'0971105 C2002-960115-0

Office of the
Merit Commissioner

The Honourable Linda Reid
Speaker of the Legislative Assembly
Province of British Columbia
Parliament Buildings, Room 207
Victoria, British Columbia V8V 1X4

Dear Madam Speaker:

It is my honour to present the 2013/14 Annual Report of the Merit Commissioner. This report is submitted pursuant to section 5.2 of the *Public Service Act*, Chapter 385 of the Revised Statutes of British Columbia.

As an Officer of the Legislative Assembly, I would be pleased to appear and report further on these matters at the request of the Members of the Legislative Assembly.

Respectfully submitted,

Fiona Spencer

Fiona Spencer
Merit Commissioner

Victoria, British Columbia
May 2014

Suite 502 – 947 Fort Street
PO Box 9037 Stn Prov Govt
Victoria, BC V8W 9A3

Phone: 250.953.4208
Fax: 250.953.4160
www.meritcomm.bc.ca

TABLE OF CONTENTS

Message from the Merit Commissioner 1

The Office of the Merit Commissioner 2

Our Work 5

- Merit Performance Audits 5
- Special Audits and Studies 11
- Staffing Reviews 15
- Outreach 17

Budget 18

Appendix A – Organizations Subject to Oversight by the Merit Commissioner 19

Message from the Merit Commissioner

Fiona Spencer
Merit Commissioner

I am pleased to present this report on the activities of the Office of the Merit Commissioner for 2013/14. My Office has remained fully engaged in fulfilling our mandate of upholding fair hiring by conducting audits of appointments to and from within the BC Public Service, and by conducting reviews of staffing decisions at the request of unsuccessful employee applicants.

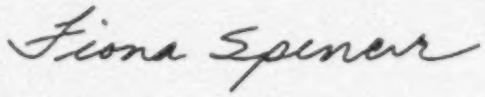
My 2012/13 Annual Report included the general results of our 2012 Merit Performance Audit that revealed no evidence of patronage or of unqualified individuals having been appointed to the public service. The results did show a downward trend in the number of appointments free of issues related to the conduct of the hiring process or the application of hiring policy. Over the course of this past year, however, I have been encouraged by the BC Public Service Agency's response to the recommendations for improvement that flowed from that audit. While it is too early to comment on the findings from the 2013/14 Merit Performance Audit currently underway, I look forward to seeing improved results this coming year.

In the past year we reported on our special audit of short-term temporary appointments. As these appointments are often extended to fill long-term requirements, which frequently result in permanent appointments, I made recommendations to address issues of fair access for all employees to this type of assignment. We also conducted a study of behavioural interviewing and identified opportunities for improving its use in the BC Public Service.

Through our reviews of staffing decisions and discussions with our stakeholders, we have once again noted the value of forthright communications related to hiring decisions. Open, honest and transparent communications are key to maintaining a fundamentally sound merit-based hiring system and ensuring employees perceive hiring to be fair and unbiased. Ideally, information regarding positions to be filled, the qualifications required for those positions, the process of assessment to be used, and the outcome of the process should be easily accessible, understandable, and consistent. Also, evidence to support hiring decisions should be readily available, and managers should not only be prepared to respond to questions related to those decisions, but welcome the opportunity to do so. In turn, applicants should be willing to seek and receive feedback. In organizations with a culture supportive of fair hiring, individuals feel comfortable seeking explanations or bringing forward their concerns. These dialogues are essential if issues not easily identified through audit or staffing reviews are to come to light and be addressed.

Continuous improvement remains important to the Office and, over the past year, we have engaged in a number of evaluation and outreach activities to gain insight into how we might enhance the timeliness, relevancy and impact of our work. Of particular note are our discussions with colleagues in other jurisdictions. These have provided us not only with a different perspective on our work but, more importantly, with added confidence in the quality and value of our oversight activity. British Columbia can be proud of the model it has established to provide for independent oversight of its public service hiring processes.

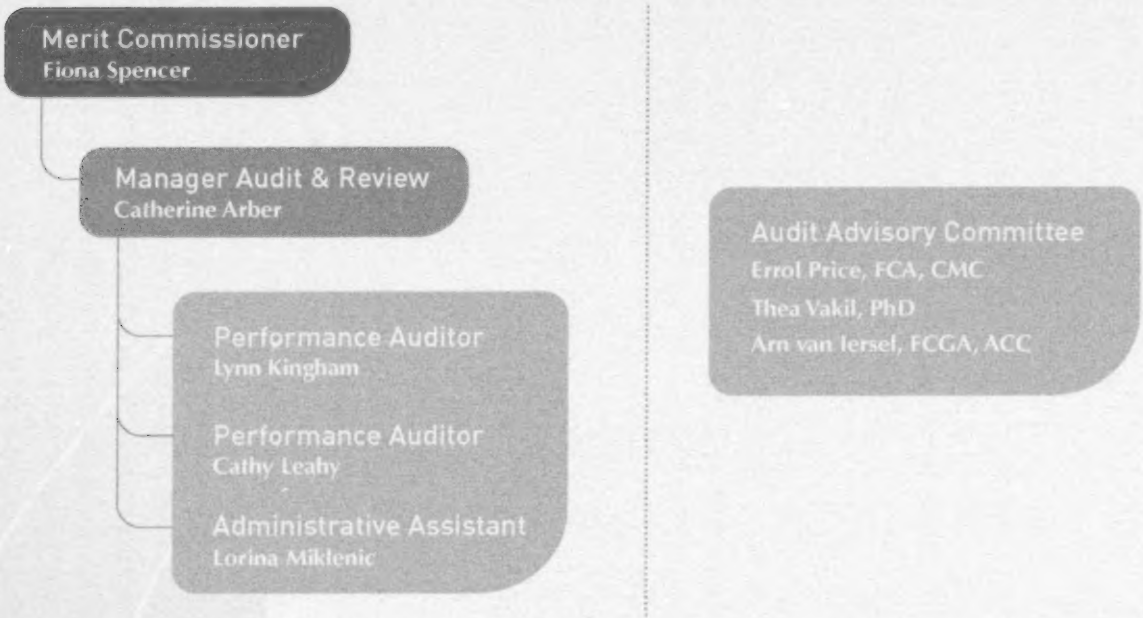
Merit is at the foundation of the BC Public Service and, while there are challenges and opportunities for improvement in merit-based hiring processes, I believe this foundation is sound.



Fiona Spencer, Merit Commissioner

The Office of the Merit Commissioner

The Merit Commissioner is appointed by the Legislative Assembly on a part-time basis for a three-year term. The Office of the Merit Commissioner (the Office) is comprised of a small team of core staff supplemented by contract auditors.



Our Audit Advisory Committee provides a forum for discussion, consultation, advice and guidance with respect to our audit program and process. Members are selected for their professional qualifications, relevant knowledge about the public service and expertise related to performance audits. The Committee meets periodically with the Commissioner and staff to provide audit advice, contribute to audit planning and examine issues of interest.

The Office is guided by the principles of fairness and impartiality. We apply to ourselves the same standards of integrity in performance and accountability that we apply to others and ensure all those who contact the Office are treated with respect. We are passionate about our work and understand that a vital part of being independent is to have the courage to deliver facts and recommendations about where improvements are needed, as well as to report on progress and accomplishments.

The Merit Principle

The *Public Service Act* (the *Act*) states that all appointments to and from within the public service must be based on the principle of merit. Merit is commonly accepted to mean that appointments are based on an assessment of competence and ability to do the job, and are non-partisan. The *Act* sets out the factors that are to be considered in determining merit, which must include: education, skills, knowledge, experience, past work performance, and years of continuous service in the BC Public Service.

Vision

A professional and non-partisan public service that is hired and promoted on the principle of merit.

Mission

To serve the people of British Columbia through their elected representatives of the Legislative Assembly by monitoring public service appointments to ensure the application of the merit principle in hiring and promotions in the BC Public Service.

Role

The Merit Commissioner provides independent oversight of and insight into the conduct of merit-based hiring in the BC Public Service. The Office of the Merit Commissioner achieves this oversight by randomly auditing staffing appointments, conducting special audits and studies, and reviewing appointment decisions upon request by employee applicants. The Office also informs hiring managers, employees and the public of our findings through reports, studies and educational materials. As well, we deliver presentations to increase awareness about the value of merit-based hiring practices. The Merit Commissioner reports annually to the Legislative Assembly on the application of the merit principle in the BC Public Service.

Stakeholders

The Office provides oversight to provincial government organizations that have employees appointed under the *Public Service Act* including: ministries, tribunals, agencies, boards, commissions, independent offices of the Legislature, and the offices of the Courts. The Office broadly shares responsibility for upholding merit-based hiring and promotions in the BC Public Service with key stakeholders within these organizations as illustrated in Table 1.

Table 1 - Stakeholder Responsibilities for Merit-based Hiring

Head, BC Public Service Agency	Sets staffing policy and the accountability framework for human resource management with the Deputy Ministers' Council Provides staffing support and training to client groups Delegates responsibilities for staffing activities to deputy ministers and heads of organizations Receives and takes action as appropriate on the Merit Commissioner's audit and study findings Authorizes direct appointments
Deputy Ministers and Organization Heads	As a Council, carry out the Corporate Human Resource Plan Sub-delegate staffing activities to line managers/supervisors Respond to requests at the second step in the staffing review process Receive and take action as appropriate on the Merit Commissioner's audit and staffing review decisions Create and lead a culture supportive of merit-based hiring Hold hiring managers accountable for hiring decisions
Hiring Managers	Acquire and maintain the knowledge and skills required to conduct merit-based hiring processes Make fair and unbiased hiring decisions Respond to requests at the first step in the staffing review process by providing feedback

Fair hiring practices are of significant interest to employees and are key to their engagement and retention. Employees can positively impact hiring practices as the issues and concerns they raise help to gauge the state of merit-based hiring within the BC Public Service, and play a role in informing the Office's future audits and special studies.

The bargaining units that represent most BC Public Service employees (BC Government Employees' Union [BCGEU], the Professional Employees Association [PEA], and the nurses' unions), as well as the BC Excluded Employees' Association, have long records of encouraging and supporting merit-based hiring in the public service.

Our Work

The Office of the Merit Commissioner has two main lines of business: conducting audits and, upon request, reviewing individual staffing decisions. The following sections include synopses of work completed and underway during 2013/14. Detailed reports related to this work can be found on the Office's website: **www.meritcomm.bc.ca**

Merit Performance Audits

Overview

The Office of the Merit Commissioner monitors the application of the principle of merit in the BC Public Service by conducting random audits of permanent appointments and temporary appointments greater than seven months. Any organization to which section 8 of the *Public Service Act* applies may be audited by the Office.

The purpose of a merit performance audit is to determine whether:
- the individuals when appointed were qualified; and
- hiring processes were properly applied to result in merit-based appointments.

The Office carries out the audits in accordance with generally accepted professional audit standards and methodology, works with independent statisticians to ensure rigour and objectivity in obtaining random and representative samples, and incorporates quality assurance reviews into the audit process.

Appointments are audited to assess whether hiring processes are transparent and fair, the factors of merit have been considered, hiring decisions have been communicated to employee applicants, and the individual appointed is qualified. We also assess whether legislative policy and collective agreement requirements relevant to merit-based hiring have been met. The issues or flaws identified through audits are grouped into six categories as described in Table 2.

Table 2 – Audit Issue Categories

Category	Audit Considerations
Process	Was the overall approach to recruit and select applicants fair, reasonable and transparent given the job and its requirements?
Assessment	Were applicants consistently and appropriately evaluated in accordance with the following factors of merit: education, skills, knowledge and experience?
Documentation	Was there sufficient documentation to show that process, actions and decisions were transparent, consistent, relevant and reasonable?
Notification	Were employee applicants notified of the final outcome of the hiring process?
Past work performance	Was this factor properly assessed, including at least one reference from a supervisor or equivalent?
Years of continuous service	Was this factor properly considered, and assessed where applicable?

Merit performance audits provide insight into BC Public Service hiring practices.

Where a flaw or an issue of concern is identified in a hiring process, an audit finding of "merit not applied", "merit with exception" or "unable to determine" may be warranted. A finding of "merit" is applied where there are no issues of concern. Definitions appear in Table 3.

Table 3 - Audit Finding Definitions

Merit	The appointment was the result of a merit-based process consistent with the stated selection criteria, was reasonable and relevant, and was based on factors specific to the job.
Merit with exception	The appointment was considered merit-based, but the audit identified issues with how the process was conducted, or with the application of policy or collective agreement provisions.
Merit not applied	The appointment was not the result of an open, transparent, fair or reasonable merit-based process; or a critical error resulted in an incorrect appointment.
Unable to determine	There was insufficient evidence and information to draw a conclusion concerning merit.

Audit findings for each appointment are reported to deputy ministers and heads of organizations as appropriate, and the overall results are provided to the BC Public Service Agency (BCPSA) and made available to the public. The audit findings and report help to acknowledge and support good hiring practices throughout the BC Public Service, and also hold managers accountable for hiring decisions. The merit performance audit is also a means of bringing issues and opportunities for improvement to the attention of the BCPSA, deputy ministers and organization heads.

Work Undertaken

2012 Merit Performance Audit

The overall results of the 2012 Merit Performance Audit were outlined in the Office's 2012/13 Annual Report. In the last year, we have completed a detailed analysis of the audit findings. A graphic representation of the timeline for the 2012 Merit Performance Audit is depicted in Chart 1.

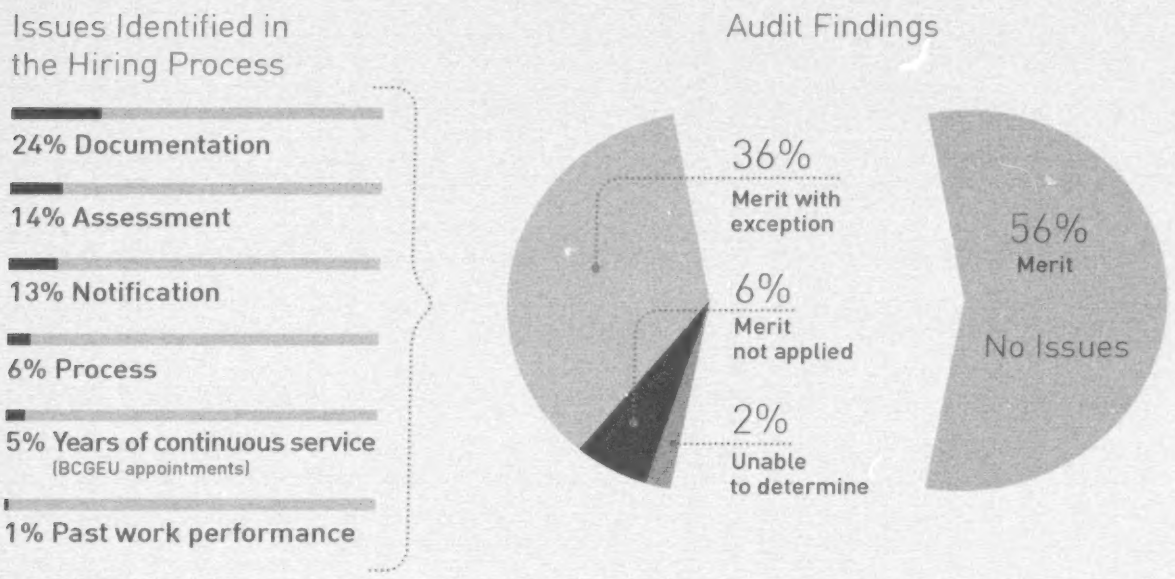
The appointments audited in the 2012 Merit Performance Audit were drawn by random sample by BC Stats from a population of 4,258 appointments made throughout the 2012 calendar year. To ensure the appointments to be audited were representative of the overall appointment population, the following categories were used to stratify the appointment data: ministry/organization size (small, medium or large); appointment type (permanent, temporary or direct); and bargaining unit status (included or excluded). An overall sampling rate of 5.8 per cent was chosen to ensure that the audit results would be generalizable to the same types of appointments across the BC Public Service. A total sample of 256 appointments was selected, of which 28 were determined to be outside the scope of the audit and removed from consideration.

Audits of the remaining 228 hiring processes were conducted as part of the 2012 Merit Performance Audit. Where preliminary findings of "merit not applied" or "unable to determine" were made, the responsible deputy minister or organization head was provided the draft results and given an opportunity to provide additional or clarifying information. Final audit reports were provided to the ministry or organization. After all individual audits were concluded, the Office conducted a comprehensive analysis of the results and findings.

Chart 1 – 2012 Merit Performance Audit Timeline

As previously reported in our 2012/13 Annual Report, with respect to the qualifications of those appointed, the 2012 Merit Performance Audit found no evidence that unqualified individuals were appointed. With respect to hiring processes, the audit found merit in 56 per cent of the appointments audited, while 44 per cent had issues or flaws. The identified issues leading to these findings and the frequency of the findings are indicated in Chart 2. Note that more than one issue was identified in some appointments.

Chart 2 - Merit Performance Audit 2012 Issues and Findings



April May June July August September October November December

Analyzing and Reporting

Results and findings analyzed
Draft overall report shared with BCPSA
Final report issued

Documentation, assessment and notification were the most prevalent issues identified in the audited appointments. Issues with the fair assessment of candidates and with documentary evidence to support appointments have steadily increased since 2009, and both have almost doubled since the 2011 Merit Performance Audit. In contrast, issues with the assessment of years of continuous service have significantly decreased since 2011. The audit made note that many of the issues identified occurred at the short-listing stage and related to the proper and consistent assessment of applicants against the job requirements, and the lack of supporting evidence to indicate the basis for the short-listing decisions.

Based on the analysis of the 2012 Merit Performance Audit findings, the Merit Commissioner made a number of recommendations as to where hiring practices might be improved to the Head of the BCPSA, and to deputy ministers and organization heads. The recommendations were included in our Merit Performance Audit 2012 report, which was provided to the Legislative Assembly and published online in November 2013. The BCPSA has taken steps towards addressing some of the areas of concern, including revising policy direction and guidelines.

Summary of 2012 Merit Performance Audit Recommendations:

- expand guidelines on the assessment of past work performance;
- provide appropriate final notification to all employee applicants;
- ensure competition documentation is complete and retained on file;
- clearly define reasonable and job-related qualifications that are advertised and properly assessed; and
- hold managers accountable for hiring decisions.

Work Underway

2013/14 Merit Performance Audit

An in-depth review of the Office's audit approach, processes and systems was conducted prior to the start of the 2013/14 Merit Performance Audit. We changed the time period of the merit performance audit to the fiscal year, rather than the calendar year, to align the audit cycle with our other reporting periods and the standard reporting period across the BC Public Service.

To allow for revisions to the audit program and facilitate the shift to a fiscal reporting period, a partial year audit is underway, focused on appointments made from September 1, 2013 through March 31, 2014. In the summer of 2014, individual audit reports will be provided to deputy ministers and heads of organizations, and a report, including an analysis and summary of the overall audit results, will be provided to the Legislative Assembly and published online.

Special Audits and Studies

Overview

The Office conducts a variety of special audits and studies related to merit-based hiring. We also undertake research into significant and/or systemic issues that come to our attention through audits, reviews and feedback received from our stakeholders, including employees. Special audits and studies completed in 2013/14 are highlighted below.

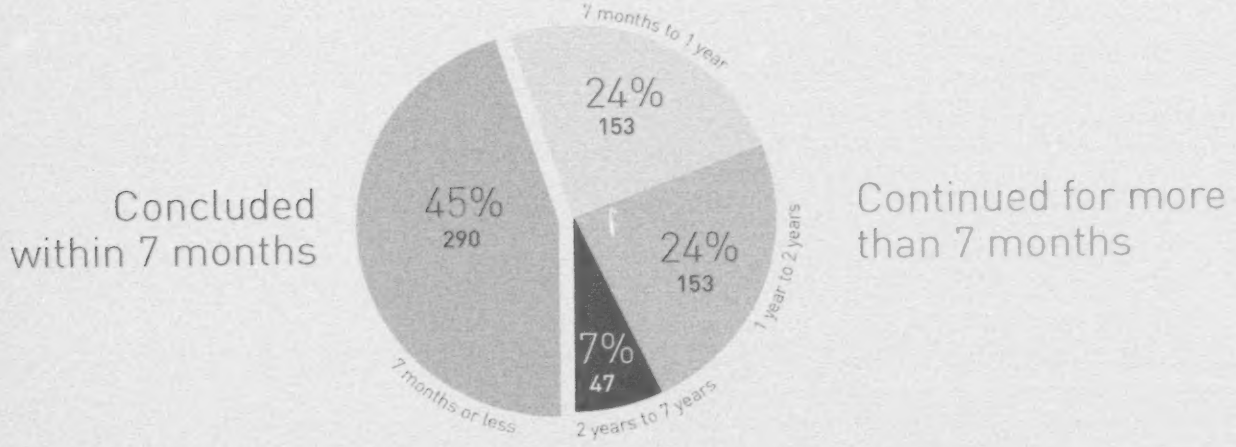
Work Undertaken

Audit of Short-term Temporary Appointments

Under the *Public Service Act*, temporary appointments of not more than seven months (T<7) must be non-partisan and those appointed must be qualified. There is also a requirement to consider education, skills, knowledge, experience, past work performance and years of continuous service in determining merit. However, unlike regular appointments and longer-term temporary appointments, in filling a T<7 appointment there is no requirement for a competitive hiring process. In addition, the provisions of the legislation that allow employees to request a staffing review do not apply.

The 2012 sp ial audit of T<7 appointments was a follow-up to a similar special audit that was reported in 2009/10. The 2012 audit examined whether the T<7 hiring option was being used for its intended short-term purpose and determined whether, as a result of the previous audit recommendations, suitable guidelines had been implemented and the number of lengthy T<7 appointments had decreased. A detailed analysis of data for 643 promotional T<7 appointments was undertaken and, as shown in Chart 3, it was found that longer-term temporary appointments continued to be made as if they were T<7 appointments. Only 45 per cent of the reviewed appointments actually concluded within a seven-month period.

Chart 3 - Promotional T<7 Appointments as of May 31, 2013



Regardless of whether some of these appointments were initially made through a competitive process, when extensions were granted they became appointments of over seven months. However, as they continued to be treated as T<7 appointments, other employees were not given the opportunity to be considered or to request a review. The audit also found that a lack of detail and clarity in the published information and guidelines available to hiring managers may have been a contributing factor in the incorrect use of this appointment option.

As a result of this audit, the Merit Commissioner made several recommendations to the BCPSA and to deputy ministers and organization heads. In response, the Head of the BCPSA indicated that steps were being taken to increase monitoring of T<7 appointments and to heighten hiring managers' awareness of the appropriate use of this type of appointment. The final report was provided to the Legislative Assembly and published in November 2013.

Summary of Short-term Temporary Appointment Audit Recommendations:

- ensure accurate, consistent and sufficiently detailed information and advice is provided to hiring managers regarding the use of T<7 appointments and extensions;
- establish an ongoing process to monitor T<7 appointments, extensions and renewals; and
- ensure hiring managers fully consider the likely duration of an assignment prior to selecting the appropriate appointment type.

Study of Behavioural Interviewing

Behavioural interviewing is based on the premise that the best indicator of future behaviour is past behaviour. In this approach, candidates are asked to describe how they have behaved in real situations in order to determine if their demonstrated competencies align with the competencies required to perform well in the position.

Our interest in studying the behavioural interviewing approach arose due to the increased reliance on this type of interviewing as a principle assessment method used in hiring, as well as ongoing employee concerns about the use of behavioural interviewing. As part of the study, the Office reviewed behavioural interviewing-related research findings and contemporary literature. Findings from staffing reviews and merit performance audits were also considered. Within the BC Public Service, human resource representatives were consulted and the BCPSA's on-line hiring resources were examined.

90% The 2012 Merit Performance Audit found that over 90 per cent of interviews included one or more behavioural competency questions.

Our study examined the behavioural interviewing method in order to identify the key elements necessary for its correct use and any risks that the incorrect use of this method might pose to merit-based hiring. It also considered whether the key elements required for its correct use existed within the BC Public Service and risks, if any, were mitigated.

Summary of Elements Key to Effective Behavioural Interviewing:

- identify a reasonable number of appropriate behavioural competencies for assessment;
- develop effective lead questions and follow up with probing questions as required;
- assess responses using a behaviourally anchored rating scale, look for patterns of behaviour and use judgement to consider other contextual factors; and
- provide interviewers with in-depth and hands-on training in behavioural interviewing.

This special study concluded that a well-designed competency framework was in use in the BC Public Service, and a variety of resources related to behavioural interviewing were available to support hiring managers. However, the study also identified opportunities to improve the use of behavioural interviewing in the BC Public Service. The Merit Commissioner made several recommendations to the BCPSA and in response, the Head of the BCPSA indicated that some steps have already been taken and others will be taken this year to address the areas identified for improvement in the report. The final report will be published online in the spring of 2014.

Summary of Behavioural Interviewing Study Recommendations:

- ensure those using behavioural interviewing or providing advice on its use have the necessary understanding and skills;
- provide comprehensive behavioural interviewing information that is easily accessible;
- consider whether behavioural interviewing is more appropriately used in conjunction with other assessment tools;
- review competency framework for currency; and
- provide all applicants equal access to behavioural interviewing information.

Work Underway

Study of Self-assessment Questionnaires

We have observed an increasing use of self-assessment questionnaires as a means of screening or short-listing candidates for positions in the BC Public Service. We are reviewing the use of these types of questionnaires to determine if they are used appropriately, and to identify any potential issues with respect to merit-based hiring.

2013 BC Public Service Work Environment Survey

Since 2006 BC Stats has conducted a government-wide Work Environment Survey (WES) to measure the work environment in the BC Public Service. The survey is currently conducted on a biennial basis, with the latest in 2013. The two WES questions related to hiring practices and the frequency of responses are as follows:

Staffing Practices	Disagree	Neutral	Agree
In my work unit, the selection of a person for a position is based on merit.	28%	20%	52%
In my work unit, the process for selecting a person for a position is fair.	26%	21%	53%

We are currently reviewing a detailed breakdown of these results to better understand employee perceptions of merit-based hiring.

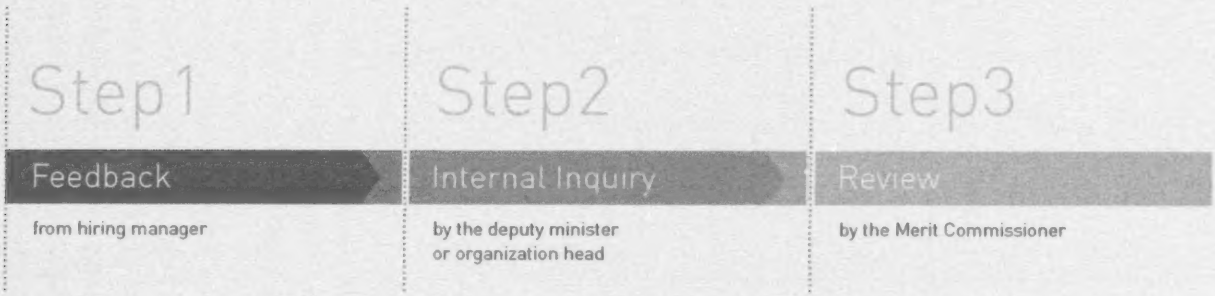
We conduct special audits and studies to explore areas of interest and identify impacts on merit-based hiring.

Staffing Reviews

Overview

The *Public Service Act* provides employee applicants who are unsuccessful in competitions for permanent appointments or temporary appointments of more than seven months with the right to request a review of the appointment decision. There is a three-step staffing review process which an employee may initiate when notified of a competition outcome.

Staffing Review Process



The third step in the process, a review by the Merit Commissioner, is available to employees who are applicants for bargaining unit positions. Should the employee proceed to this step, the Merit Commissioner conducts a review based on the employee's stated grounds and then determines whether the appointment or proposed appointment is based on merit. If the appointment is determined to be merit-based, the Merit Commissioner upholds the appointment decision. If not, the Merit Commissioner directs a reconsideration of the appointment decision. The Merit Commissioner's decisions are final and binding. In general, decisions are issued within 30 days following receipt of the documents necessary to conduct the review.

Work Undertaken

Employee Applicants' Right of Review

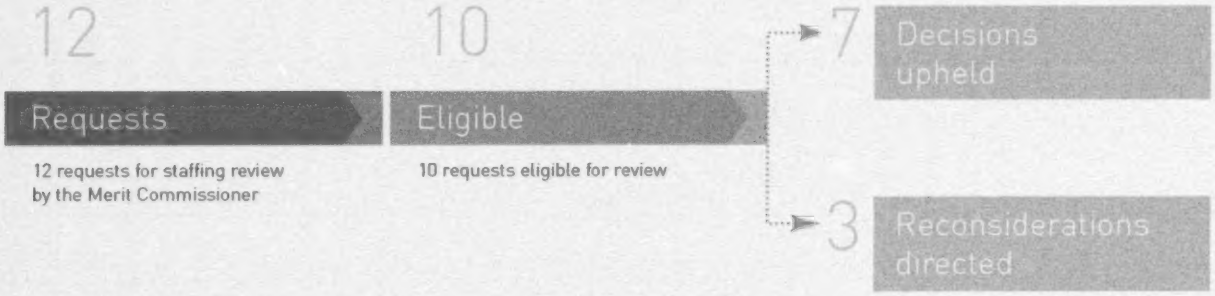
Through our audit activities, the Office observed a number of competitions where employee applicants who had been deemed ineligible to compete were not notified of the process outcome and, therefore, did not have access to the right of review. The Office recommended the BCPSA reconsider their position on the definition of an applicant in a competitive process to include ineligible as well as eligible applicants. In response, the BCPSA amended their practice to provide all employee applicants, including those deemed ineligible, with final notification. As a result, all employee applicants will have the right of recourse, where applicable.

Staffing Reviews Conducted in 2013/14

In 2013/14, the Merit Commissioner received 12 requests for review of appointments made in five different ministries in various locations. The majority of requests concerned in-service competitions for permanent appointments. One request was withdrawn prior to the start of the review and another was deemed ineligible.

Reviews of the remaining 10 eligible appointments were undertaken based on the grounds submitted. The reviews included an analysis of the documentary evidence contained within the competition file, and were supplemented by information obtained through discussions with the employee requesting the review, the hiring manager and other hiring panel members, as necessary. Each review was guided by the requirements of legislation, collective agreement provisions, and policy related to hiring. These reviews all considered whether the hiring process was fair and transparent, the assessment was relevant to the job, and the decisions made were reasonable.

2013/14 Staffing Reviews



The Merit Commissioner issued 10 review decisions in 2013/14. The decisions were rendered after consideration of the employees' concerns and a thorough examination of the hiring processes. In seven of these cases, the appointments were found to be merit-based. In the other three cases, the Commissioner found that the appointments were not merit-based and, as such, directed the responsible deputy minister to reconsider the appointments or proposed appointments. In all cases, detailed reports were shared with the employee and responsible deputy minister with an average response time of 26 days.

Grounds for Review

In 2013/14, the most frequently submitted grounds for review were:

- insufficient consideration of the factors of merit;
- inappropriate assessment of past work performance;
- inconsistent short-listing or assessment practices between competitions; and
- potential bias where a panel member may have had a prior working or personal relationship with one or more of the candidates.

Work Underway

Recurring themes in employees' grounds for review provide the Office with insight into areas where future audits or studies of specific aspects of the hiring process may be warranted. An analysis of the staffing reviews conducted in 2013/14 will be undertaken and a final report will be published in the summer of 2014.

Outreach

The Office is committed to engaging with our stakeholders and examining best practices in other jurisdictions. Our involvement in outreach during 2013/14 included meetings with representatives from the following:

- BC Public Service Agency;
- several ministries and organizations;
- BC Government and Service Employees' Union;
- Professional Employees Association;
- BC Excluded Employees' Association;
- Public Service Commission of Canada;
- Public Service Staffing Tribunal of Canada; and
- Government of Ontario.

Merit-based hiring is an important part of:

- **building a qualified and professional public service;**
- **sustaining an engaged and productive workforce;**
- **demonstrating credible leadership; and**
- **maintaining public trust.**

Budget

The Office of the Merit Commissioner's operating budget and expenditures for the 2013/14 fiscal year are shown by expenditure type in Table 4.

In December 2013, the Merit Commissioner met with the Select Standing Committee on Finance and Government Services to review results of the work of the Office over the previous year, establish priorities for the year ahead, and review budget requirements for the next three fiscal years. The Committee acknowledged the work of the Office and endorsed the Service Plan as presented. Subsequently, the Office was allocated a budget of $1,039,000 for 2014/15. Details of this budget allocation are also shown in Table 4.

Table 4 – Budget and Expenditures

	Approved Budget 2013/14	Actual Expenditures 2013/14	Approved Budget 2014/15
Salaries & Benefits	$694,000	$607,599	$694,000
Travel Expenses	$13,000	$21,126	$13,000
Office Expenses	$257,000	$216,620	$257,000
Professional Services	$75,000	$86,248	$75,000
Total	$1,039,000	$931,593	$1,039,000

Appendix A

Organizations Subject to Oversight by the Merit Commissioner

(as of March 31, 2014)

Ministries

Aboriginal Relations and Reconciliation
Advanced Education
Agriculture
Children and Family Development
Community, Sport and Cultural Development
Education
Energy and Mines
Environment
Finance
Forests, Lands and Natural Resource Operations
Health
International Trade
Jobs, Tourism and Skills Training
Justice
Natural Gas Development
Social Development and Social Innovation
Technology, Innovation and Citizens'

Independent Offices

Auditor General
Elections BC
Information and Privacy Commissioner
Merit Commissioner
Ombudsperson
Police Complaint Commissioner
Representative for Children and Youth

Courts of British Columbia

Provincial Court of BC
Supreme Court of BC
BC Court of Appeal

Other Public Sector Organizations

Agricultural Land Commission
Auditor General for Local Government
BC Human Rights Tribunal
BC Pension Corporation
BC Public Service Agency
BC Review Board
Community Care and Assisted Living Appeal Board
Destination BC
Employment and Assistance Appeal Tribunal
Environmental Appeal Board
Financial Institutions Commission
Financial Services Tribunal
Forest Appeals Commission
Forest Practices Board
Health Professions Review Board
Hospital Appeal Board
Independent Investigations Office
Islands Trust
Office of the Premier
Oil and Gas Appeal Tribunal
Property Assessment Appeal Board
Provincial Capital Commission
Public Guardian and Trustee
Public Sector Employers' Council Secretariat
Royal BC Museum
Safety Standards Appeal Board
Surface Rights Board

Merit Commissioner

Suite 502 – 947 Fort Street
PO Box 9037 Stn Prov Govt
Victoria, BC V8W 9A3

Phone: 250.953.4208
Fax: 250.953.4160
www.meritcomm.bc.ca

Printed on recycled paper